

HR Exchange

Volume 3, Issue 2

May 2010

NH Division of Personnel
Volume 3, Issue 2

2nd Workforce Development Summit Planned for October 2010!

In April 2009, the Division of Personnel hosted its first Workforce Development Strategic Initiatives Summit at Police Standards and Training in Concord. The primary purpose was to introduce state agencies to the practical benefits of having an effective workforce development strategy, and to provide the basic tools to use in implementing the plan. A panel discussion featuring Commissioners George Campbell (Transportation), Tom Burak (Environmental Services), William Wrenn (Corrections), Linda Hodgdon (Administrative Services), and Nick Toumpas (Health & Human Services), proved to be the highlight of the Summit.

The Commissioners (pictured above right) discussed how workforce development pro-



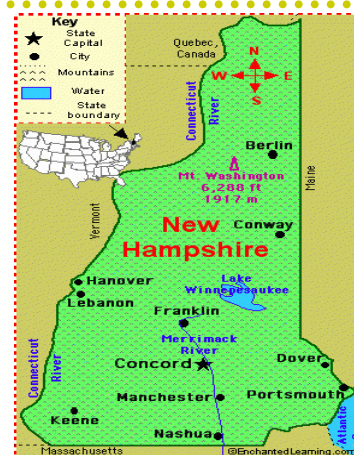
2009 Summit Panel left to right: Commissioners Campbell, Burak, Wrenn, Hodgdon, Toumpas

grams can keep an agency mission-focused while helping employees reach their maximum potential through continued personal and professional development.

Plans for a second Summit are well under way! The Division of Personnel will host the

2nd Annual Workforce Development Strategic Initiatives Summit October, 2010. The specific date [15th or 22nd] and Concord facility will be announced in our August edition of the Newsletter. We all know the incredible pressures

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NH Veterans Home Receives Lindberg Bell Award

William R. Losefsky, Director of Safety, Security, and Employee Preparedness at New Hampshire Veterans Home, Tilton, New Hampshire was recently notified by the International Association for Healthcare Security and

Safety Foundation [IAHSS] that the Veterans Home will receive the IAHSS Foundation Lindberg Bell Distinguished Program award. This award is for enhancements to the facility safety and security program and adherence to the

standards set forth by the International Association for Healthcare Security and Safety and the International Healthcare Security and Safety Foundation.

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"Dealing With a Problem Employee - Part I"

The following article was taken from Bruce Tulgan's Free Newsletter May 6, 2008 issue - 155th edition

What do you do if you have a problem employee or an employee with a persistent performance problem? How do you deal with that? There are three kinds of employee performance problems -- Productivity, Quality and Behavior. **Productivity** means the employee is not doing enough work fast enough. **Quality** means that an employee is missing some details or not dotting their I's or crossing their T's. A **behavior** problem could be some irritating behavior. Maybe they curse in the workplace or they dress inappropriately or they stomp around and have tem-

per tantrums. There are all kinds of behavior issues.

And here is what we tell managers: the first thing you have to do is focus on coaching the employee on solutions. If you have a productivity problem, that means you have to break big goals into smaller goals, break smaller goals into lists of concrete actions and create time budgets for each concrete action. If you have a quality problem, that means you need to provide more guidelines, parameters and specifications. You need to focus more on the how to and you have to provide checklists. If you have a behavior problem, the big mistake that managers make is focusing on the problem. Try

telling someone with an attitude problem, "You've got a bad attitude." It's not a good idea! You have to describe the behavior that is inappropriate, but much more important; you have to describe the behavior that you want to see instead.

Editorial comment: If a supervisor or manager has an employee with a performance problem it is important to coach the employee on **how** to work faster, **how** to work better, or **how** to behave in a way that is appropriate in that workplace. Our Bureau of Education and Training offers workshops on how to deal with performance problems. ■

Graduation! CPM, CPS, HR, CPI

Graduation of the 2010, Certified Public Supervisors, Certified Public Managers, Human Resources Certificate Program and Continuous Improvement Practitioners Program will be held:

Date: June 11, 2010

Time: 2 PM

Place: Police Standards Facility on the grounds of NHTI

We are currently accepting application now thru June 15, 2010 for the upcoming 2011 Certified Public Supervisors, Certified Public Managers, and Human Resource Certificate Program.

Applications can be located at:

<http://admin.state.nh.us/hr/trdev.html>

Veterans Home continued from page 1

John J. Driscoll, regional chairperson, nominated the Veterans Home for the prestigious award and stated in his nominating letter "Several institutions including Boston Medical Center and my own employer [Massachusetts General Hospital] have been past recipients of the Lindberg Bell Award. I can say first hand from personal experience that this is a special recognition and that only those entities that have dedicated their program in multiple ways should be considered. I endorse this submission as I feel it incorporates the enhancement of professional-

ism, quality, and service to the security program at this institution. The enhancements identified in this submission have impacted the entire institution. In these economic times it is difficult to maintain good security programs, so when departments are able to enhance their level of service in spite of diminished budgets, it is a true accomplishment. Lastly, I commend this group for going above and beyond to honor the patients and family members for their service to our country. I ask the committee that is tasked with picking the recipient of this award to take

into account the merit of these actions taken over the last year for they are considerable accomplishments."

On behalf of all government employees throughout the State of New Hampshire, the Division of Personnel congratulates William Losefsky and the Veterans Home Security staff [Brian Baker, Ross Starkweather, Peter Marston and John Hall] for an outstanding job and for continually honoring our veterans. ■

Workforce Summit continued from page 1

that the recession, declining revenues, repeated budget cuts and constantly rising demands for service have created throughout state government. Most agencies have been forced to rethink the way that they do business. In many cases, that has meant creating flatter and leaner organizational structures. Nevertheless, the need for a knowledgeable, adaptable, highly trained workforce has not diminished. In fact, it continues to increase with higher demands for technical, communication, leadership, and management skills training. Research consistently indicates that ongoing training programs serve as an effective tool for recruiting and retaining top talent - and that the need and desire for training cuts across all generations, including the youngest members of our workforce (Generation "Y") who rate continuing education and training among their top 5 requirements.

What are state agencies doing in this economic environment to provide the needed employee training? What steps have state agencies taken to implement the workforce development initiatives, and how have they used the workforce development models on the Division of Personnel website? (Did you know that earlier this year, the U.S. Department of Defense even asked for permission to use the Mentoring Model?) Which agency workforce development programs are considered "Best Practices" that can be shared with other state agencies? These questions and others will be addressed at the Summit which is titled: ***It's the Best of Times; It's the Worst of Times – How to Turn a Challenge into an Opportunity.***

As part of the Summit planning process, the Workforce Development Committee is asking for your help in completing a very brief on-line survey concerning current workforce development programs and trends in our State agencies. You can complete the survey by going to [https://](https://www.surveymonkey.com/s/NSW79CD)

www.surveymonkey.com/s/NSW79CD or go to our HR website, click on Workforce Development/Summit/Survey.

Individual responses will remain confidential; the general results will be published at the Summit. The Committee also invites you to visit the workforce development link and toolkit at the DOP page (<http://admin.state.nh.us/hr/workforcetoolkit.html>) to review the tools and models. These are "living documents," and the Committee welcomes any feedback you can provide that will help to make these tools relevant, useful and user-friendly.

In preparation for the Summit, the Division of Personnel is actively soliciting presentations from state agencies regarding their successful workforce development programs – especially those related to the Division of Personnel [DOP] workforce models on the DOP website (<http://admin.state.nh.us/hr/workforcetoolkit.html>). These models include Workforce Development Planning; Mentoring Program; Knowledge Management and Transfer; Measuring Customer Service in State Government; Strategic Planning; Candidate Development Programs for Executive & Critical/Difficult to Fill Positions; Employee Reward and Recognition Program; and Individual Development Plans for Organizational Awareness, Career Ladders, and Career Paths. Whether your agency has a "unique" workforce development program, or your agency has successfully implemented one or more of the DOP workforce development models found on

the DOP website, the Division of Personnel wants to hear from YOU!

On the DOP website you will find a "Workforce Development Call for Presentations" form. If you are willing to share your program with other state agencies please complete this form and send it to Peter Gamache at the Division of Personnel by July 9, 2010. Please forward your proposal via email to peter.gamache@nh.gov.

One or more programs will be selected for presentation to the full assembly at the Summit. Other presentations may be selected for display and one-on-one discussion at booths that will be arranged around the main assembly area at the Summit and open to guests throughout the day. Not only will this provide a wonderful opportunity for networking, this format will allow agencies to highlight their own achievements and share successes by showing how they implemented their program, and how others might put a similar program in place. Please give serious consideration to helping state agencies and their leadership by sharing your program information with others.

To complete the **Call for Presentations Form** go the Division of Personnel Website at [<http://admin.state.nh.us/hr/workforce-development/summit.html>] to download the form or email peter.gamache@nh.gov for an electronic copy of the form. ■

Monday Morning Health Tip!

Little children laugh about 50 times a day; adults sometimes never. But we know that laughter mitigates stress and it is so important that it is considered internal jogging for your body. So go ahead

and laugh at least a couple of times daily. It does your body good! What makes you laugh? ■

By Max Izenberg
www.maxliving.ms

Gen Y in the Workplace – Young Leaders: What Attracts Them to Government? What Will Keep Them Here? By Heather Kerrigan, *Governing Magazine*

Below is an edited transcript from *Governing's* Managing Performance 2009 conference. The session “Young Leaders: What Attracts Them to Government? What Will Keep Them Here?”

On why young leaders are attracted to government:

Aaron Roller, policy analyst, Mayor's Office of Operations, New York City: I had an inspiration to work in government that came when I was in college and was working at the city law department. I realized what a tremendous opportunity it was—the ideas that I could have a career and look out on the city I love and know that things are the way they are because I had an involvement in them. The idea that you can make a difference is very important to this generation. Government is also great for my generation because of the work/life balance—I get to go home at night, I get to see my wife, and that's a great benefit.

Paul Wright, IT director, Missouri Department of Elementary and Secondary Education, Office of Administration: Some policies prevent us from doing things we want to for young leaders, such as allowing them to work remotely. You run into a problem with secure access, and create a possibility of someone hacking in and getting your data. We have also had departments that didn't allow Internet access to employees because there was a view that they would play games all day.

Carol Post, Director of Agency Services, Mayor's Office of Operations, New York City: Even in a progressive office, there are still a lot of old ways of thinking. For example, we had to fight for BlackBerrys. It's a very useful tool in the workplace, and we spend a lot of time outside of the office. But only senior analysts got BlackBerrys. It was a big struggle, but we fi-

nally made the case that it is a useful tool and it made the young employees feel important. We tried to get creative with the titles, and we presented a proposal to add a few layers to give the junior staff a promotion and expand their job duties. It's a little smoke and mirrors, but it gave us the ability to give them a small raise. It's about getting a little creative with the head counts and titles.

Tim Abraham, Business Manager, West Virginia Department of Administration: If older employees can have a 10-minute smoke break, we want to have a 10-minute Internet break. We can't produce what we know we can when we don't have the necessary tech and other tools. We know what we're capable of doing.

A state fiscal officer shared his opinions in each of the categories from last month's edition:

On why young leaders are attracted to government: Government offers flexibility – you can do far more things in government than you can in private industry at a young age. Our new state budget director is about 30. There are governors in their 40's. As long as you have a passion, knowledge and a drive to help people, [while] realizing that you are helping yourself...then anyone can succeed.

On getting attention for government jobs: Government jobs in some ways are not sexy, but try to do without one. Society doesn't function without public safety, environment, education, etc. That's the way I get people interested. Government is in everything we do, every day. It's the air we breathe, the water we drink, our housing, our roads – everything.

On government as a stepping stone: Most “graduates” from government go into consulting, education or some other service industry as they have tremendous service

abilities. Those industries can be very lucrative. As less and less people are staying in government enough to earn a pension, the change to the private sector is much easier when you are younger. People who leave government have among the strongest skill sets I have seen.

On retention: Government is not immune from the economy. Unfortunately, some people who join may not be able to stay. But we try to retain the best and brightest. We can't offer bonuses, but we offer many other work/life balance items.

On what I would change about government if I could: We need to be a bit more flexible in some of our work practices. Government will not get the full respect it deserves until it climbs into the 21st century in terms of unions and bureaucracy.

Paul Grimier, a planner with the City of Las Vegas, offered his opinion on how to attract young leaders to government:

As someone who finished up a graduate degree and began working for a municipal government two years ago – internships! I began working for the local municipality as a part-time intern without benefits while finishing my degree. Shortly after graduation, I was offered full-time work [with outstanding benefits] in the same department. The reason I choose to stay with the local municipality instead of choosing another job was my familiarity with the department and the agency. I felt an obligation or loyalty to repay the municipality for giving me an internship [work experience].

My advice to any agency looking for young talent is to build a relationship with colleges and universities...to establish good internship programs that help college and graduate students develop their resume and work experience. ■

Division of Personnel Announces "Ask the Director..." A New Column!

Welcome to the introduction of a new HR Exchange Newsletter feature called "Ask the Director..." Over the course of time Division of Personnel staff has heard many interesting questions about general human resources practices, laws or rules that exist in state government. We've set up a special email address where you can send your questions and we will randomly pick one or two questions to highlight in each issue of the HR Exchange. Questions should be general in nature and not include specifics about a person or confidential information. If a question comes in that is very specific to an agency situation, the email will most likely be referred to the Agency Human Resources Admin-

istrator or Representative. Also, questions can not be anonymous. Although we do not plan on publishing names or agencies, questions must be submitted with first and last name as well as agency title.

Here's an example of a question that we hear often which is general in nature:

Q. I heard that if my agency doesn't support my reclassification request I can't send it to the Division of Personnel



on my own...is that true?

A. Not true. Personnel Rule 302.02 states, in part, "Either an appointing authority or full-time employee may file a request for reallocation or reclassification of a full-time position..." The rule goes on to state, in Per 303.02 (a) (1) (e), if the request is submitted by the employee, the employee should include a statement with the request identifying the date, if any, that the employee's initial request for position review was made to the appointing authority and the appointing authority's response to the request, if any.

Hopefully you enjoy this new addition to the newsletter....send your questions to askdop@nh.gov ■

[Picture—center column: Karen Hutchins, Director of Personnel]

"Under-Management Epidemic Revisited (Part I)"

Taken from Bruce Tulgan's Free Newsletter dated March 18, 2010 – 225th edition.

We have been tracking the undermanagement epidemic closely for more than 10 years since we first identified it in our

research. We've intensified our study of under-management since we first reported on it in [the landmark report we issued in June 2004](#). Now we have just released [an update on that research](#).

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Is Your Safety Program Annoying Your Workers?

(This is taken from a Safety Smart weekly briefing e-mail dated March 22, 2010 – Volume 4, Issue 11)

London-based Opinium Research recently released the results of its survey of 1,836 people on the things that annoy them about work..

Turns out that lots of things bug lots of people – including workplace safety. In fact, it made the top 10 list!



Top 10 Office Annoyances

The survey found the top 10 office annoyances were [in reverse order]:

- | | | |
|-----|---|-------|
| 10. | Too cold/cold air conditioning | [15%] |
| 9. | People not tidying up after themselves in the kitchen | [15%] |
| 8. | People not turning up for meetings on time or at all | [16%] |
| 7. | Poor toilet etiquette | [16%] |
| 6. | Too much health and safety in the workplace | [16%] |
| 5. | People speaking loudly on the phone | [18%] |
| 4. | The use of office jargon or management-speak | [18%] |
| 3. | Small talk/gossip in the office | [19%] |
| 2. | Slow computers | [36%] |
| 1. | Grumpy or moody colleagues | [37%] |

Although some of these annoyances may seem trivial or minor, they can impact people's lives. For example, nearly two-thirds of the people surveyed said their stress levels had been increased by office irritations – and one in ten had left a job because of these annoyances. ■

On the Right TRAC for a Career in Transportation



Stephan Kjellander [pictured above] graduated from the University of New Hampshire in December with a Degree in Civil Engineering. Two months later he was working on an I-93 project in Hooksett-Manchester as a full-time employee for the New Hampshire Department of Transportation. But the journey to the NHDOT for the 23-year old Belmont, New Hampshire native really began seven years ago when he was just a sophomore in high school. Kjellander remembers a visit to one of his classes by Michelle Marshall from the Department of Transportation. "She said if you get a degree in civil engineering, the DOT will give you a job. I remember thinking at the time 'that's not a bad thing'." Stephan recalls.

Michelle Marshall was visiting Belmont High as part of the TRAC (Transportation and Civil Engineering) Program, a hands-on initiative aimed at getting students more excited and interested in math and science. It was just what Stephan Kjellander was looking for. "I was always a math and science kid. I saw TRAC as something to take on and see what I could do."

Further inspired by Belmont High teacher Randy Wormald, Stephan got involved with TRAC and the challenges of building Popsicle stick bridges and magnetic levitation vehicles for competition.

"I figured it would be fun. 'Mr. Worm'

once challenged students in my class to build the tallest free standing structure we could in one period using 11 sheets of paper, 12 inches of masking tape and three paper clips. When he came back into the room mine was pinned against the ceiling." There was the 2x2 foot trebuchet (catapult) made out of Popsicle sticks using basic geometric and algebraic skills that launched a marble about 25 yards in the hallway of Belmont High. Then there was that first Popsicle stick bridge, which broke under minimal pressure. "It looked nice but had no structural abilities."

During his junior year, Stephan's Belmont TRAC team made it all the way to the national championship in St. George, Utah. One of his teammates lost the original maglev vehicle and the team had to jury-rig another one for the finals. "We had a 20 minute presentation and I was the most nervous I have ever been in my entire life, but we did manage to finish third. I had so much fun with TRAC that I wanted to keep it going."

After graduating from high school, Stephan Kjellander enrolled in the civil engineering program at the UNH. He began a series of internships at the NHDOT at the end of his sophomore year. "I got my foot in the door and I just kept coming back. Now that I am here full-time many of my co-

workers in the Highway Design Bureau already know who I am and what I've been up to. A couple of them thought I was just coming in for another internship. My DOT security badge has the original photo that was taken when I first came here three years ago."

Stephan Kjellander intends to stay involved with the TRAC Program. His plans include a trip back to his old school, where he no doubt will share his interest in math and science with some curious Belmont High sophomores.

Several DOT employees who have been involved in the TRAC program with New Hampshire High School students were recognized for their efforts at the February major staff meeting.

Pictured from left to right below are: Randy Wormald [Belmont High Teacher], Larry Keniston, Wendy Johnson, Anthony King, Stephan Kjellander, Ron Kleiner, William Saffian, Assistant Commissioner Jeff Brillhart, Michelle Marshall, DOT TRAC Coordinator & Recruiter David Wood and Commissioner George Campbell. ■



911 Employee [Steve Guertin] Honored!

Each year, the Association of Public Safety Communications Officials, APCO, celebrates National Public Safety Telecommunications Week to recognize 9-1-1 Emergency Medical Dispatchers, police, fire, or EMS dispatchers throughout the United States for the great work they do.

This year's celebration was April 11-17, 2010. In New Hampshire, the NH Bureau of Emergency Communications celebrated the 2009 Emergency Medical Dispatcher of the Year. The 2009 recipient is EMD Steve Guertin who works out of the Laconia 9-1-1 call center.

EMD Guertin has worked at NH 9-1-1 since November, 2007. EMD Guertin has shown himself to be an absolute professional as an Emergency Medical Dispatcher. His thorough knowledge of the National Academy of Emergency Medical Dispatch has been instrumental in his ability to give life saving medical instruct



[Left to right: Allen Davis [911 Operations Supervisor, Steve's parents, Steve Guertin, Kelley Grant [Chief of Operations], David Rivers [Training/QA Supervisor]]

-tion to citizens of this State. His customer service skills and ability to communicate effectively with callers in need has been an example for others to follow. His

high evaluation scores, professional attitude, and dedication to his job duties and his willingness to help others was instrumental in his selection for this award.

On April 13, 2010, with his family present, EMD Steve Guertin was presented with the 2009 EMD of the Year award for his outstanding performance as an EMD over the last year. Presenting EMD Guertin with this award was Chief of PSAP Operations Kelly Grant, Operations Supervisor Allen Davis and EMD PROQA Supervisor/Training Coordinator Dave Rivers.

Previous winners of this award were Jessica Whelehan, Betty Davis, Christine Kelly, Scott Silkman, Joyce Jastrem, Sue Boska, Janice Fournier and Beth Morgan.

DRED Employee [Paul Leary] Receives Extraordinary Service Award!

At the Wednesday April 28, 2010 Governor and Council meeting, Governor John Lynch presented Paul Leary, Program Specialist IV from the Department of Resources and Economic Development, with a check for \$250 for his extraordinary service as a result of going outside of or beyond the scope of his regular job responsibility. Mr. Leary spent endless hours preparing and submitting a grant for \$70 million dollars which favorably impacted communication for the entire state. In doing so, Mr. Leary provided invaluable communication and insight with telecommunication stakeholders by participating in meetings and workgroups. Countless hours were spent arranging vendor meetings and serving as the liaison for state agencies involved with the



Left to right: Karen Hutchins, [Personnel Director] and Paul Leary

broadband process. Mr. Leary worked on every aspect of this stressful and exhausting project while consistently maintaining a positive "can do" attitude. He gave his all to this cause and to fellow state workers. Congratulations Paul! ■



**"He profits most who serves best."
Arthur F. Sheldon
Motto for Rotary International**

Congratulations to Paul Leary and Steve Guertin! We thank you and salute you for your service to government and the citizens of New Hampshire.

State Agencies Support NH Food Banks!

DAS Challenges State Agencies!

It is no secret that many of our fellow citizens have suffered during these challenging economic times. People have lost jobs and businesses have folded leaving many without adequate income [or any income] to support their families. For the past few years some families have depended upon organizations like the Concord Food Bank, operated by the Salvation Army, to help feed their families. At one point in 2009 the Concord Food Bank announced it may have to close its doors because the demand for food far exceeded the donations; their shelves were bare. When this announcement was made many people throughout the area, including state agencies, took on the challenge donating non-perishable food items to the Salvation Army's Food Bank.

In December 2009 the Department of Environmental Services Commissioner, Tom Burack, asked all state agencies to undertake a NH Government Food Drive Challenge to collect 10,000 food items for the NH Food Bank by December 18, 2009. Commissioner Burack stated, *"During this time of year, many of our state agencies hold informal food drives to benefit many of the worthy food pantries and food banks in our state. In fact, DES has just completed a successful Thanksgiving food drive, in which we collected over 3,200 food items for the NH Food Bank. We at DES believe that we can do better than this with the help of all state agencies working together to reach a collective food drive goal. By working together, I am confident that we can succeed in helping many NH residents to have a happier holiday season."* State agencies throughout the state took up the challenge and continue to support Food Banks.

The Department of Administrative Services (DAS) Commissioner, Linda Hodgdon wanted to continue this spirit of helping families in need and thus began

"March Madness". Commissioner Hodgdon established several incentives to keep the food donations rolling in and to make it fun. Employees who donate 3 or more non-perishable food items in a given week can wear jeans to work on Friday of that week. Also, through the use of a silent auction administrators have auctioned off their parking space for specific days to the employee bidding the highest number of food items. *"Since March 1, 2010, DAS has collected 1,007 non-perishable food items"*, said Ruth Kimball, DAS food bank coordinator. The support of state agencies for the Food Banks has resulted in thousands of food



items donated to those in need of assistance. There appears to be an additional benefit to the practice that was not part of the equation. Employees are motivated by the "Jeans Friday" option and the silent auction. Donations continue to come in for a good cause; employees are enjoying the interaction with others; all are working toward an achievable goal; and, even though it requires additional time and energy, employees appear to be having fun! Other state agencies are also

continuing to support the Food Bank.

How important is it to help our fellow citizens? Perhaps the most poignant answer to this question is in the April 26th letter sent to DAS by Angela Reasor, Social Services Director, Salvation Army, Concord Corps. *"Thank you again for your generous food donation. It was wonderful to see all your smiling faces again. Your Friday program has been quite a blessing to us. I am happy to report due to your charitable giving I was able to give out 1,680 meals last month. Usually spring and summer hit record lows for contributions. Last year in particular we found ourselves out of food and had to close the pantry. Thank you for having charitable and generous hearts. The Salvation Army thanks you, and the people of this community thank you."*

THE CHALLENGE: The Department of Administrative Services challenges government administrators throughout the state to help their employees support their local food bank. What can **YOU** do to motivate participation of your employees? Share your creative ideas with other agencies.

Those of us at the Department of Administrative Services want to express our sincere appreciation to all government employees who have participated in this worthy cause. ■

Leading Edge Strategic Adaptation—Business Response to Changing Workforce Demographics

The following material was taken from the Sloan Center on Aging & Work, Boston College.

19 November 2009 – Even before the recent economic downturn, workforce demographic change had often been a

secondary concern for organizations. While the predictions of dramatic shifts have been confronting organizational leaders for some time, lags in planning for age-related change or simple neglect have generally

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Who Are Those People in the New Diversity Poster?

It was just a quick photo taken in the summer of 2006 while touring a project to replace the double-decker bridge over the Suncook River in Allenstown-Pembroke. Two New Hampshire Department of Transportation representatives at the site stood side by side in response to a request by the Public Information Officer.

Stephanie Micucci was working as an Engineering Aide for the DOT during the summer between her junior and senior years at Tufts University where she was studying engineering. Ashok Kakadia had been working as a construction engineer for the NHDOT since 2003. Stephanie had grown up in Pembroke. Ashok now lived there. Four years later Stephanie and Ashok are DOT employees reunited on a new poster promoting diversity in the work place. The poster was the idea of Jude Ward, the NHDOT's Internal EEO Coordinator. The design and layout was created by LJ Place (Highway Design). The poster greets and sends a message to all who approach the reception desk at the NHDOT headquarters on Hazen Drive in Concord.

"Working effectively in a diverse environment helps the NHDOT prevent discrimination and promote inclusiveness," Jude Ward says. "There is evidence that managing a diverse work force well can contribute to increased staff retention and productivity. It can enhance our Department's responsiveness to an increasingly diverse world of employees, consumers,

and improve relations with surrounding communities."

It was Stephanie Micucci's love of math and the support of a special teacher at



[Left to right: Stephanie M. & Ashok K.]

Pembroke Academy that had her and three other female students in her senior class decide to pursue careers in engineering. After beginning her engineering career in the private sector, she joined the DOT in March of 2009 and works in the Highway Design Bureau on such projects as the Route 26 rehabilitation project in Dixville, and the reconstruction of NH 123 in Alstead. The journey to the NHDOT was a little further for Ashok

Kakadia, who studied engineering in his native India before coming to the United States in 1999 where his wife's family has lived in Massachusetts for several decades. "I had only seen snow before in the movies. The day I landed here it snowed," Ashok recalls. He has been working in all kinds of New England weather ever since, on such projects as the Route 111 Bypass in Windham-Salem and the Manchester Airport Access Road. When Stephanie and Ashok were asked if they had ever encountered any kind of discrimination in the workplace, both said no. "It's all about skill and what you can bring to the job," Ashok says. "I have never had any problem in the workplace." Stephanie agrees and doesn't mind being a minority in a traditionally male career field. "I like it. It doesn't bother me at all. Women are more common in engineering than they used to be."

Jude Ward says the increasing diversity in the DOT workplace will only make the agency stronger. "Diversity will increase our department's organization's ability to cope with change, and expand our creative responses to complex challenges. In addition to contributing to these business goals, diversity can contribute to goals unique to the NH DOT, such as increased accessibility and accountability to all residents of the state and every person traveling to and through our state." ■

Health Corner: What are Oils? [Taken from the United States Department of Agriculture website]

Oils are fats that are liquid at room temperature, like the vegetable oils used in cooking. Oils come from many different plants and from fish. Some common oils include canola oil, corn oil, cottonseed oil, safflower oil, soybean oil, and sunflower oil.

Some oils are used mainly as flavorings,

such as walnut oil and sesame oil. A number of foods are naturally high in oils, like nuts, olives, some fish, and avocados.

Foods that are mainly oil include mayonnaise, certain salad dressings, and soft [tub or squeeze] margarine with no *trans* fats. Check the Nutrition Facts label to find margarines with 0 grams of *trans* fat.

Amounts of *trans* fat are required on labels as of 2006.

Most oils are high in monounsaturated or polyunsaturated fats, and low in saturated fats. Oils from plant sources [vegetable and nut oils] do not contain any cholesterol. In fact, no foods from plants

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DAS Employees Recognized

In February 2010, employees of Administrative Services celebrating service milestones with the State were honored at two receptions at the State House Annex. Pictured with Governor Lynch and Commissioner Hodgdon are employees celebrating 20, 25, 30 and 35 years. Following a photo shoot and conversation with the Governor on February 16th, these employees were presented with service certificates and pins. Employees celebrating 10 and 15 years of service were also honored and presented with certificates of service at a reception held on February 2nd. ■



From left to right:

Michelle Juliano, Sara Wil-
lingham, Diane Smestad,
Mary Ann Steele, Kathy
Gallagher, Linda Hodgdon
[DAS Commissioner],
Jennifer Elberfeld, David
Roy, Governor Lynch,
Frank Sullivan, David
Valle, Alan Quimby, Mark
Roth, Maurice Longchamp,
Dennis Leclerc, Leo Sorel.

Under-Management Epidemic Revisited continued from page 5

Here's a summary of our findings: the under-management epidemic persists throughout the workplace and is costing organizations a fortune every day.

We define under-management as a substantial lack of the management basics in supervisory relationships.

In most organizations, it remains the case that a substantial number of leaders, managers, and supervisors are failing to consistently spend sufficient time in one-on-one management dialogues with their direct-reports. Most leaders, managers and supervisors simply do not take charge on a day-to-day basis. They fail to spell out expectations every step of the way, track performance, correct failure, and reward success. They are afraid to, or they don't want to, or they just don't know how to. This problem is widespread across the workplace, at all levels in organizations in every industry.

On the bright side, we have seen time and again, example after example, when leaders, and managers, and supervisors begin concentrating on back-to-basics management they have tremendous positive results. Like clockwork, productivity and quality improve almost immediately when leaders, managers, and supervisors begin

spending time daily in one-on-one dialogues with their direct-reports. Fewer unnecessary problems occur. When problems do occur, they are more likely to be solved quickly while they are still small and containable. Resources are squandered far less often. Personnel issues are usually dealt with quickly and efficiently. Low performers tend to leave. High performers tend to stay and work harder. Most employees experience improvements in their morale and performance.

In 2009, our research found that businesses were most likely to pursue at least one of three strategies to deal with the economic downturn. The number one strategy was cost cutting. Number two was innovation. Number three was improving supervisory relationships and increasing management. Of course, managers who pursued all three of these strategies were by far the most successful. But here's what we found: among managers who only adopted one or two strategies, those who did not pursue the strategy of increasing management and improving supervisory relationships were the managers with the weakest results in 2009. Here is what is even more interesting. Among managers who adopted only one strategy, those who focused on tightening up management relationships, in-

creasing supervision in management, they were the ones with the strongest results in 2009. The single most effective business strategy in 2009 in the midst of this terrible economic crisis we've all just lived through was improving supervisory relationships and increasing performance management. That was the single most effective strategy.

BONUS MANAGEMENT BEST PRACTICE

Make a list of all the real world obstacles that might get in your way or might make it difficult for you to be a strong highly-engaged manager. If you choose, you could make such a list over the course of the next week, adding real world obstacles as you encounter them. Remember, these are real world obstacles, so you can't make them disappear. But maybe you can start chipping away at them. Examine each real world obstacle, one by one, and ask yourself:

- What aspects of this obstacle are totally beyond my control?
- What elements of being a stronger more highly-engaged manager can I start practicing without any permission from anybody? ■

Great Quotes from Great Leaders and Philosophers – Quiz

Match the famous person listed in the right column with the quote listed in the left column. These quotes were taken from three sources: Great Quotes from Great Leaders; Mankind's Greatest Quotes; 5000 Quotations for All Occasions. These quotes come from people with diverse backgrounds. They are writers, philosophers, sports figures, business magnates, politicians and scientists. Some lived private and humble lives, while others were subjected to the scrutiny of the public eye. Some accumulated great fortunes and others lived in poverty. Their common thread is leadership. They taught others through their words and actions. If you don't know the answer, make a guess! Answers to the quiz can be found on the back page of this newsletter. Good luck! ■

Quote:

1. ____ Politics are almost as exciting as war, and quite as dangerous. In war you can only be killed once, but in politics many times.
2. ____ Speak softly and carry a big stick; you will go far.
3. ____ I have a dream that one day this nation will rise up and live out the true meaning of the creed "We hold these truths to be self-evident: that all men are created equal.
4. ____ It's not whether you get knocked down; it's whether you get up.
5. ____ You cannot shake hands with a clenched fist.
6. ____ Nearly all men can stand adversity, but if you want to test a man's character, give him power.
7. ____ It is a fact that you project what you are.
8. ____ You're only as good as the people you hire.
9. ____ There is no higher religion than human service. To work for the common good is the greatest creed.
10. ____ We hold these truths to be self-evident: That all men are created equal; that they are endowed by their Creator with certain unalienable rights; that among these are life, liberty, and the pursuit of happiness.
11. ____ As I grow older I pay less attention to what men say. I just watch what they do.
12. ____ One man practicing sportsmanship is far better than a hundred teaching it.
13. ____ Wise men don't need advice. Fools won't take it.
14. ____ There will come a time, which I won't see, when narrow Polish problems have been brushed aside, replaced by harmony and peace over our entire planet, and I expect that our children or our children's children will then be able to sing another, more positive song. Until that time we have work to do.
15. ____ To know what is right and not to do it is the worst cowardice.

Famous Leader

- a. Theodore Roosevelt
- b. Abraham Lincoln
- c. Norman Vincent Peale
- d. Ray Kroc
- e. Albert Schweitzer
- f. Vince Lombardi
- g. Winston Churchill
- h. Benjamin Franklin
- i. Thomas Jefferson
- j. Andrew Carnegie
- k. Knute Rockne
- l. Lech Walesa
- m. Golda Meir
- n. Confucius
- o. Martin Luther King



"Being defeated is often only a temporary condition. Giving up is what makes it permanent."

Marilyn vos Savant

Health Corner—What Are Oils? Continued from page 9

sources contain cholesterol.

A few plant oils, however, including coconut oil and palm kernel oil, are high in saturated fats and for nutritional purposes should be considered to be solid fats.

What are Solid Fats?

Solid fats are fats that are solid at room temperature, like butter and shortening. Solid fats come from many animal foods and can be made from vegetable oils through a process called hydrogenation. Some common solid fats are butter, beef fat [tallow, suet], chicken fat, pork fat [lard], stick margarine, and shortening.

Foods high in solid fats include many cheeses, creams, ice creams, well-marbled cuts of meats, regular ground beef, bacon, sausages, poultry skin, and many baked goods [such as cookies, crackers, donuts, pastries, and croissants].

In some cases, the fat in these foods is invisible. Regular cheese and whole milk are high in solid fat, even though it is not visible.

Most solid fats are high in saturated fats and/or trans fats and have less monounsaturated or polyunsaturated fats. Animal products containing solid fats also contain cholesterol.

How are Oils different from Solid Fats?

All fats and oils are a mixture of saturated fatty acids and unsaturated fatty acids. Solid fats contain more saturated fats and/or **trans fats** than oils. Oils contain more monounsaturated [MUFA] and polyunsaturated [PUFA] fats. Saturated fats, trans fats, and cholesterol tend to raise “bad” [LDL] cholesterol levels in the blood, which in turn increases the risk for heart disease. To lower risk for heart disease, cut back on foods containing saturated fats, trans fats, and cholesterol.

Why is it important to consume oils?

Most of the fats you eat should be polyunsaturated [PUFA] or monounsaturated [MUFA] fats. Oils are the major source of MUFAs and PUFAs in the diet. PU-

FAs contain some fatty acids that are necessary for health – called “essential fatty acids.”

Because oils contain these essential fatty acids, there is an allowance for oils in the food guide separate from the discretionary calorie allowance.



MUFAs and PUFAs found in fish, nuts, and vegetable oils do not raise LDL [“bad”] cholesterol levels in the blood. In addition to the essential fatty acids they contain, oils are the major source of vitamin E in typical American diets.

While consuming some oil is needed for health, oils still contain calories. In fact, oils and solid fats both contain about 120 calories per tablespoon. Therefore, the amount of oil consumed needs to be limited to balance total calorie intake. The Nutrition Facts label provides information to help you make smart choices.

What are “discretionary calories”?

You need a certain number of calories to keep your body functioning and provide energy for physical activities. Think of the calories you need for energy like money you have to spend. Each person has a total calorie “budget.” This budget can be divided into “essentials” and “extras.”

With a financial budget, the essentials are items like rent and food. The extras are things like movies and vacations. In a calorie budget, the “essentials” are the minimum calories required to meet your nutrient needs. By selecting the lower fat and no-sugar-added forms of foods in each food group you would make the best

nutrient “buys.” Depending on the foods you choose, you may be able to spend more calories than the amount required to meet your nutrient needs. These calories are the “extras” that can be used on luxuries like solid fats, added sugars, and alcohol, or on more food from any food group. They are your “discretionary calories.”

Each person has an allowance for some discretionary calories. But, many people have used up this allowance before lunchtime. Most discretionary calorie allowances are very small, between 100 and 300 calories, especially for those who are not physically active. For many people, the discretionary calorie allowance is totally used by the foods they choose in each food group, such as higher fat meats, cheeses, whole milk, or sweetened bakery products.

You can use your discretionary calorie allowance to:

- Eat more foods from any food group that the food guide recommends.
 - Eat higher calorie forms of foods – those that contain solid fats or added sugars. Examples are whole milk, cheese, sausage, biscuits, sweetened cereal, and sweetened yogurt.
 - Add fats or sweeteners to foods. Examples are sauces, salad dressings, sugar, syrup, and butter
- Eat or drink items that are mostly fats, caloric sweeteners, and/or alcohol, such as candy, soda, wine, and beer.

For example, assume your calorie budget is 2,000 calories per day. Of these calories, you need to spend at least 1,735 calories for essential nutrients, if you choose foods without added fat and sugar. Then you have 265 discretionary calories left. You may use these on “luxury” versions of the foods in each group, such as higher fat meat or sweetened cereal. Or, you can spend them on sweets, sauces, or beverages. Many people overspend their discretionary calorie allowance, choosing more added fats, sugars, and alcohol than their budget allows. ■

Leading Edge Strategic Adaptation continued from page 8

been the rule. Of course, exceptions do exist. During the mid 2000s, a minority of employers [12%] surveyed by the Sloan Center on Aging & Work took the workforce demographic challenge head on while others [30%] at least ratcheted up workforce planning efforts.

As a first step, responsive employers began to reevaluate health and wellbeing programs, retirement plan offerings, and recruitment efforts. But, businesses came to understand the effects of an aging workforce would reverberate beyond retirement planning and replenishing lost labor; there are other, more specific demographic trends at work. For example, a disproportionate number of inexperienced workers began to appear within an overall dwindling labor pool. Additional issues such as the structure of work and the workplace, knowledge management, fostering employee engagement, and revised approaches to diversity and multigenerational issues further challenged organizations to reassess priorities.

As age demographic transformations intensify, what can we learn from these early adapters?

While the initiatives were varied and specific to individual organizations, many responses can be grouped within three broad categories:

- Retirement trends and labor shortages;
- Knowledge sharing; and
- Workplace flexibility and quality employment.

Retirement Trends and Labor Shortages

For many early adapters, rising retirement rates have set in motion a number of dramatic shifts within organizational and human resource strategies. With less suitable workers available, the anticipated retirement boom became a pervasive problem affecting staffing, leadership, and training, plus overall continuity and

engagement within the workforce. At the same time, with some older workers wanting to work longer, one of specific challenges was to engage late career stage workers in new ways.

Changing workforce demographics have lead Pitney Bowes, a for-profit organization providing “mail stream solutions” in both the United States and the United Kingdom, to develop and pilot phased retirement within their Engineering Department. Leadership recognized that while a good number of employees may want to continue working, they would do so on terms more suitable to their changing lifestyle. The organization also hoped the program would create fewer turn-overs, improve employee engagement and productivity and have a measured way to manage knowledge transfer.

Pitney has proactively stressed to employ-



ees that phased retirement is a way of keeping them with the organization longer, not an attempt to push them out before they are ready. Translated into practice, Pitney Bowes has encourage phased retirement to take a variety of

shapes, including condensed workweeks, telecommuting and reduced workweeks.

Knowledge Sharing

As organizations have already experienced, demographic changes have ushered in new challenges to retain or replace organizational knowledge and “know-how.” Effective succession planning and phased retirement were certainly salient strategies among early adapters, but so too were the creation of opportunities for cross-generational mentoring. Progressive employers such as MITRE and GSK understood that by creating opportunities for meaningful communications across generations they would facilitate the transfer of tacit knowledge.

MITRE implemented its Cross Generational Networking Circle in September 2006 in order to create opportunities for professional and social networking among its workforce. This program has fostered a culture of respect, inclusion and equity, and promotes constructive relationships at the workplace. The networking circle has also created opportunities for development, learning and advancement for employees through the discussion of a wide range of participant selected topics. An added benefit of this program was the sharing of company norms, values, and company history from the company’s most tenured employees to their newest staff.

Workplace Flexibility and Quality Employment

Schedule flexibility and other dimensions of employee work choices are becoming more popular as employers take account of the changing needs of today’s workers. It is no accident that many organizations are using flexible work arrangements as ways to retain and recruit older workers, who particularly value such programs. But it would seem that the priorities of 50+ workers are coinciding with broad workplace changes that may or may not be consciously targeted toward older

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Leading Edge Strategic Adaptation continued from page 13

workers alone.

Boston College is one such example. BC has a high number of long time employees, as well as younger employees who are increasingly concerned with career development issues. In response, Boston College is looking at ways to maintain work/life balance and more generally increase opportunities for flexibility. The development of the Information Technology Services Structure Approach to Working from Home is one way that Boston College has encouraged a culture of flexibility in a portion of its workplace. A cornerstone to the program is the idea that arrangements must first meet business needs. That said, the program gives employees a greater level of flexibility while fulfilling their work responsibilities, allowing those eligible to telecommute one-day per five-day workweek. Because work from home arrangements are an attractive and feasible work feature in Boston College's ITS department, leadership believes it serves as a tool for retention as well as recruitment.

Beyond Just Managing Age

These brief cases demonstrate that emerging demographic changes are being met with different strategic responses, though each organization has recognized similar shifts. Furthermore, the cases show that

“early-adapter” organizations are hardly engaged in “damage control.” Far from it – potential competitive gains from an action-centered engagement with an aging workforce are huge.

The commitments, exemplified by the



early adapters, seem to cluster around the following themes:

- Flexibility – An increasingly attractive priority. Flexible options are not only a matter of just new policies and programs-flexibility is now recognized as significantly contributing to organizational attitude.
- Generational concerns – An aging labor pool gives rise to many age related

concerns, especially in terms of multi-generationality as the new workplace reality. The opportunity exists for new positive collaborations among age diverse workers, benefiting knowledge transfer, teamwork, and the larger work cultures as a whole.

- Career development – Because of their diversity in age and life stage, today's workers have distinctive and sometime non-traditional needs. Plus, these needs are more likely to change during employees' tenure. When employers honestly and holistically consider worker welfare, especially for those in mid- and late-career stages, benefits of increased employee wellbeing and employee satisfaction will abound.
- Connection – Within a context of demographic change, there are new opportunities to bring together personal and organizational priorities. This seems to be best achieved when organizations not only find out what workers' priorities are, but also when employees witness organizations taking an interest and following through.

In sum, early adaptation to the multi-generational workforce reveals opportunities to leverage age diversity to organizational advantage. ■

Winning the Global Talent Showdown Author: Edward Gordon—Book Review by Peter Gamache

Edward Gordon is founder and president of Imperial Consulting Corporation, whose clients include: Microsoft; IBM; Walgreens; Marriott; the U.S. Departments of Labor, Education, and Energy; the U.S. and local Chambers of Commerce; the National Association of Workforce Development Professionals; and many others.

The following information is taken directly from Edward Gordon's book “Winning the Global Talent Showdown”.

Gordon reviews the Americas, Asia, Europe and Russia. In a nutshell, Gordon states that between 2010 and 2020, nations all over the globe will experience profound changes in employment because

of scientific and technological advances. According to Gordon, “An imminent global talent shortage now threatens much of the industrialized world.” Business, community, and government leaders need to understand that the talent shortage is not local, but global. Demographics, the globalized economy, and broken educa-

Continued on page 15

Winning the Global Talent Showdown continued from page 14

tion-to-employment systems are problems around the world. There is not a hidden pool of talent out there somewhere. Because the competition for all kinds of talent is world-wide, leaders have to solve the global talent problem in their own countries. We cannot outsource our way out of this shortage. Those days are over. Countries like India that in the past have provided resources for outsourcing are now experiencing their own talent shortages. Nor will immigration solve the problem, because countries like China, once a source of skilled talent, are now luring their expatriate workers home to take advantage of higher wages and a growing economy.

Between 1946 and 1964, following World War II, the baby boomer generation swelled populations around the globe. This generation constitutes a vast cohort that is aging. Soon baby boomers will begin retiring. In contrast, fertility ratios have declined in the generations following the boomers. This is particularly the case in many wealthy, upwardly mobile nations. Many of these nations are not even at a replacement birthrate [2.1 births per woman].

According to United Nation projections, by 2020 the number of people over age sixty in the United States, Japan, and Europe will equal the work-age population. Between 22 percent and 34 percent of the population will be age sixty and over. As these nations have grown more affluent over the past fifty years, birthrates have halved. It is projected that because of immigration the U.S. population will continue to grow until 2050 and then stabilize. But Japan and much of Europe will experience an absolute population decline of between 10 percent and 25 percent. By 2015 even China faces falling off the same demographic cliff.

We are beginning to run out of younger, skilled, entry-level workers particularly, but not exclusively, in careers related to science, technology, engineering, and mathematics [STEM]. The 2008 Manpower survey reported that the hardest-to-fill jobs worldwide included engineers, technicians, machinists, mechanics, and IT staff. Over the next decade, the talent creation and distribution system will need to be seriously overhauled. Recruiting, retaining, and developing skilled people will become so challenging that increas-



ing numbers of businesses will be forced out of existence.

Since the 1950's, unskilled jobs have been disappearing from the U.S. economy. Even before globalization and the outsourcing of these jobs had picked up steam, unskilled jobs began a steady decline [from about 60 percent to slightly more than 20 percent of all jobs]. Simultaneously, skilled occupations requiring specific technical knowledge have steadily increased [from 28 percent to 68 percent by 2000]. This trend will only accelerate during the next decade. Seventy-five percent of U.S. jobs will begin to require the minimum of both a good liberal-arts-based general education plus

postsecondary technical training [for example, four- or two-year degrees, two- or one-year certificates, or apprenticeships].

The massive retirement of the baby-boomer cohort and an end to the rise in the employment rate of women will combine to produce a dramatic drop in long-term U.S. workforce growth beginning in 2008 and extending to 2020 and beyond. The influx of immigrants will have only a limited impact on these trends. The United States does not attract nearly enough high-skill foreign talent to keep pace with the demands of both new job growth and the massive number of replacement workers needed for the departing boomers. The showdown for talent will reach across every state in America. The U.S. Department of Labor's occupational employment projection help explain what is happening. Between 2006 and 2016, 50.8 million job openings are expected across the economy. But new jobs will number only 17.4 million, whereas replacement jobs will be nearly twice as many at 33.4 million. This means that retirements will account for 66 percent of the jobs to be filled.

Editorial Comment

This 188 page thought provoking book should be read by anyone interested in helping state organizations or their local community and its education system to be successful. I found this book interesting and full of data to support Gordon's argument for collaborative problem solving between business, government, non-government organizations, and community based organizations. I also found his argument for a "New System for the Twenty-First Century: Open Education-To-Employment Model" worth serious consideration. Read it; share it with others; discuss its content with your colleagues. I agree with the author when he says the time to act is **now**. ■

NH Division of Personnel Volume 3, Issue 2

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NH Division of Personnel Mission

To provide consistent leadership, guidance, and support in all aspects of human resource management and labor relations within State government by promoting equity and workforce excellence, assisting agencies in transacting their business efficiently, and protecting the rights of individuals.

Answers to: Famous Quotes Quiz!

1. G Winston Churchill
2. A Theodore Roosevelt
3. O Martin Luther King
4. F Vince Lombardi
5. M Golda Meir
6. B Abraham Lincoln
7. C Norman Vincent Peale
8. D Ray Kroc
9. E Albert Schweitzer
10. L Thomas Jefferson
11. J Andrew Carnegie
12. K Knute Rockne
13. H Benjamin Franklin
14. L Lech Walesa
15. N Confucius

Important Contact Information

- **Anthem Life Insurance:** State paid group life insurance of \$20,000. Contact within 30 days of hire date - 866-227-4005 or visit www.nh.gov/hr/life_insurance.html
- **Deferred Compensation:** Great West Retirement System; pretax savings plan - 877-457-3535; 57 North Main St, 2 Capitol Plaza, Suite 307, Concord, NH, 03301
- **Employee Assistance Program:** 800-852-3345 x 4336 or 271-4336 or visit www.dhhs.state.nh.us/DHHS/EAP
- **Flexible Spending Arrangement:** Pre-tax medical and dependent care flexible spending plan - 888-227-9745 ext. 2040 or visit flexiblebenefits@combinedservices.com; EBM 888-269-2744 within 60 days of hire.
- **Health & Dental:** Plan details and contact information; online enrollment through CHOICELINX. Anthem 1-800-933-8415 and Delta Dental 1-800-537-1715.
- **New Hampshire Retirement:** www.nhrs.org or 410-3500 or 877-600-0158 or info@nhrs.org.
- **Pharmacy Plan:** Local Government Center, Caremark and EyeMed: Call 1[888] 726-1630 or TDD [800] 231-4403 or email Caremark Customer Care at customerservice@caremark.com or Local Government Center Member Services SOHN@nhlgc EYEMED or visit www.eyemedvisioncare.com
- **NH Rideshare:** A FREE commuter matching service for finding an alternative way to travel to and from work. Visit <http://www.nh.gov/dot/nhrideshare/>
- **Treasury Direct for Savings Bond:** visit www.treasurydirect.com
- **Family and Medical Leave Act:** visit <http://www.nh.gov/hr/fmla/fmla.html>
- **Personnel Appeals Board:** <http://www.gencourt.state.nh.us/rules/per-a.html>
- **State Policy on Sexual Harassment:** <http://www.state.nh.us/hr/sxharas.html>
- **Statewide Domestic Violence Policy:** http://doj.nh.gov/victim/dometic_violence_workplace.html
- **Personnel Rules and Collective Bargaining Agreement:** <http://www.nh.gov/hr/sea.html> and http://www.nh.gov/hr/perrules_toc.html